

14 FEB 1975

MEMORANDUM FOR: Deputy Director for Administration  
SUBJECT : Objective Statements, FY 1976/FY 1977  
REFERENCE : Your memo, dated 18 December 1974,  
same subject.

1. In response to your request for Objective Statements for FY 1976/FY 1977 our suggestions are as follows:

2. FY 1976

The following DD level objectives should be continued from FY 1975.

B-57203 Behavioral and Social Science (BSS) objective - Assessment Center technique.

B-57204 BSS objective - "Sensing Devices"

B-57205 BSS objective - "Career Commitment"

The following FY 1975 objectives should be discontinued.

A-57201 Costing methodology, action completed.

B-57201 BSS, monitoring of applications assigned to OMS elements. The milestones of this objective have either been completed, contained in other DD level objectives or will be incorporated into new objectives for FY 76.

B-57202 Pertains to the Multiphasic Testing/Periodic Health Exam Program. This concept has been incorporated into our ongoing

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programs and a broadening of its usefulness will be addressed under new objectives for FY 1976.

B-57206 Annual and Executive Annual Program. This too is an ongoing OMS program and will be incorporated in the new objective mentioned above.

New Objectives Statements

- A. Feasibility study on the incorporation of the Multiphasic Testing concept as a base for all current medical evaluation procedures. (Includes FY 75 Objectives B-57202 and B-57206) a successful study would permit the implementation of this program in FY 76 at a rate compatible with progress in the computer support area.
- B. Through the auspices of the Behavioral and Social Science Committee institute a program on Counterterrorism that would include: Behavioral Science support and guidance to Agency employees and dependents; Agency components; and the Cabinet Committee Working Group. Preparation of guidelines for protective psychology and interdisciplinary research involving the study of terrorists, victims and negotiators.
- C. Establish a task force to review counseling programs and needs, Agency wide. Pointing to a better coordination of present efforts and augmentation of capabilities where necessary.
- D. Establish a Behavioral Science Center which will identify problems common to the offices within the DD/A which may benefit from Behavioral Sciences analysis; serve as a focal point for identification

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of resources (individuals/institutions, external/internal) in appropriate fields; monitor relevant DD level objectives and serve as an action arm of the Behavioral and Social Sciences Committee.

3. We have no suggestions for FY 1977 but feel that many of those suggested for FY 1976 will carry over to the next fiscal year.

4. As you invited comments on the MBO system, we would like to present the following views. We in OMS conceived MBO as the opportunity to sponsor new or expanded programs in areas of medicine that would be responsive to not only the needs of the employee, but of the Agency as well. We feel we have been able to develop a number of significant objectives (DD and Office Level) and we also feel that through this two-year learning process we are in the position of developing our new objectives in an even more meaningful manner consistent with Agency goals.

5. In reviewing the question of "most return from investment," we feel that our primary concern has to deal with quality rather than with quantity. Quality, therefore, governs our approach to change and is our prime investment. While perhaps more difficult to measure than quantity, the real measurement lies in the successful accomplishment of the objective.

6. Lastly, it is suggested that management conferences be held on a quarterly basis, thereby permitting more in-depth work at the office level.

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 JOHN R. TIETJEN, M. D.  
Director of Medical Services

18 DEC 1974

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MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Joint Computer Support  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Director of [REDACTED]  
Chief, ISAS

SUBJECT : FY 1976 - FY 1977 Objective Statements

1. FY 1976 - FY 1977 will be our third cycle of using management by objectives. Each year of experience has improved our MBO system as an effective management tool and has provided a basis for planning the following year's cycle. In developing our FY 1976-1977 objectives, it is important that we evaluate our past experience and make necessary adjustments in our objective planning so that we get the most return from that investment. In evaluating our MBO approach let's capitalize on those aspects of the system which have been beneficial and eliminate those which have not. Each Office is unique in its requirements. The same MBO methods may not be applicable to all Offices. Since MBO is a two-way street, please be outspoken about the system -- suggest any changes which you believe will enhance your own Office's MBO system or that of the Directorate.

2. In order to improve the quality and content of our conferences, it is requested that your suggested DCI and DD level objectives consist of items which are significant and which can be effectively measured in terms of accomplishment. Whereas some items can be successfully tracked by milestones, others may fall more appropriately into the ad hoc category.

3. It is suggested that you seek input from other Offices and Directorates as necessary in order to develop valid objectives based on actual or planned requirements. Advise other Offices or

Directorates of any of your plans or programs which will affect their operation, and coordinate objectives which will involve your joint cooperation.

4. Your draft objectives for FY 1976-1977 should be submitted to the Chief, DD/A Plans Staff by 14 February 1975.

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John F. Blake  
Deputy Director  
for  
Administration